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**Programme planning**

# Proposed strategic framework for the period 2018-2019

## Part two: biennial programme plan

## Programme 25
## Management and support services

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## Overall orientation

25.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely finance, human resources, information and communications technology (ICT) and support services, including procurement and infrastructure; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

25.2 The programme derives its mandates from relevant Articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations; the Staff Regulations and Rules; the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation; resolutions 41/213 and 42/211 of the General Assembly and its successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations; and resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283, 63/262, 64/259, 66/246, 66/257, 67/253, 68/264 and 69/272.

25.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

25.4 The Department, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support to results-based management approaches, including the regular and systematic monitoring of Secretariat-wide programmatic activity and the promotion of self-evaluation practices within the Department, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results oriented.

25.5 The Department will facilitate institutional and senior managers' accountability through the preparation of programme performance reports for presentation to the intergovernmental organs, the monitoring and administration of senior managers' compacts and the provision of substantive support to the Management Performance Board. The Department will also closely monitor oversight body recommendations, follow up on the status of implementation, identify material weaknesses and ensure that remediation plans are developed and provide the required information to the Management Committee. In addition, the Department will continue its work in the area of accountability, including support for accelerating the implementation of results-based management.

25.6 Recognizing the importance of the adoption of a systematic approach to risk management and internal control in the United Nations, the Department will

continue its efforts aimed at achieving the overall implementation of an effective risk management and control framework throughout the Secretariat. The framework will enhance the governance and management practices of the Secretariat, strengthen the focus on objectives and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization.

25.7 The implementation of the enterprise resource planning project, known as Umoja, will continue under the coordinating and oversight function of the Department through the Umoja Steering Committee. The Department will focus on the completion and stabilization of Umoja Extension 2, the adoption of the Umoja solution, mainstreaming and enhancing support management and addressing emerging needs that are critical to sustaining operations. Building on the standardization and harmonization of business processes with enterprise-wide Umoja implementation and recent business transformation initiatives, the Department will lead the realignment of the Organization's administrative architecture to distinguish strategic activities from operational activities with a clearer division of labour, the reprofiling of functions to enable greater concentration of expertise and consistency of administrative services and consolidate fragmented administrative structures within and across duty stations. Follow-up actions on the global service delivery model will be undertaken during the biennium on the basis of the decision of the General Assembly at its seventy-first session.

25.8 The management evaluation, as the first step in the formal process of administration of justice, provides management with an opportunity to correct administrative decisions that do not comply with internal law. It complements the efforts of the Department to improve management practices and strengthen accountability. The Department, through its management evaluation function, and within prescribed time limits, will strive to improve decision-making and to reduce the number of cases proceeding to formal litigation. In addition, the Department will establish and implement effective measures to increase managerial accountability.

25.9 The Department will continue to provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

25.10 The Department will continue to lead the efforts to ensure compliance with International Public Sector Accounting Standards (IPSAS) accounting policies and to apply the benefits of IPSAS, thereby enhancing the quality of the United Nations financial statements, in close collaboration with stakeholders and in accordance with the IPSAS sustainability plan, which outlines information-sharing and training strategies to that end. As Umoja stabilizes across the Secretariat, the Department will continue to strengthen managerial controls and accountability in the areas of financial and budget management and stewardship of assets by fully leveraging Umoja's business intelligence reporting tools to implement an effective internal control framework.

25.11 The Department will support the development of a competent, diverse and adaptable workforce by providing strategic direction and central leadership in workforce planning, the acquisition and development of talent, performance

management, career planning, mobility and health management. The Department will also play a central support role in shaping an enabling organizational culture through targeted enhancement to leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and representation of women and to identifying high-quality candidates. The Department will continue to support and strengthen the integration of gender perspectives and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies. The Department, within its mandate to strengthen the system of the administration of justice, will continue to address issues related to recourse to formal and informal procedures for the efficient, effective and fair implementation of the system as directed by the General Assembly.

25.12 The Department will continue to operate the renovated Headquarters complex following the completion of the capital master plan project so that the complex is utilized and maintained in the most efficient and effective manner. In accordance with the guidance received from the General Assembly, the Department will continue to implement flexible workspace strategies in New York and adopt a global perspective in the strategic capital review initiative, which comprises a long-term capital programme and prioritization strategy for the global premises of the United Nations. The Department will also promote the continued efficient and effective functioning of the Secretariat with regard to office and conference facilities, property management, travel and transportation services, archives and records management, mail and pouch operations and other commercial activities. The Department will also continue to facilitate the implementation of the organizational resilience management system/emergency management framework across the United Nations system.

25.13 The Department continues to support the implementation of programmes and activities at Headquarters and at field operations through the provision of efficient, cost-effective, transparent, timely and high-quality procurement services. In that respect, the Department will continue to develop best practices to meet the needs of the Organization while ensuring effective internal controls and will share those with the organizations and bodies of the United Nations system; support the continuous improvement of solicitation documents and evaluation criteria; support the professional development of staff; and continue its efforts to identify new vendors, particularly from developing countries and countries with economies in transition, in order to increase its pool of bidders and enhance international competition.

25.14 The Department will provide central leadership in the implementation of the Organization-wide ICT strategy as approved by the General Assembly in its resolutions 69/262 and 70/248, as well as of security and architecture standards, and will ensure the efficient utilization of resources in the modernization of information systems and the improvement of the Secretariat-wide information and communications services. The ICT strategy aims to establish an environment and associated architecture to achieve an enterprise-wide approach that provides for operational autonomy and agility, where warranted, and supports a truly global harmonized environment that is secure, reliable, scalable and easily accessible. The Department will institute enterprise architecture; lead the strengthening of Umoja

mainstreaming, information security and operational resilience; ensure that ICT programmes are aligned with the work of the United Nations; and support ongoing business transformation initiatives and service delivery improvements. The Department will help to support a more mobile workforce.

25.15 The experience gained from large capital projects, including the capital master plan, will continue to be leveraged to ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis. The Department, together with the United Nations Office at Geneva, will work to execute the comprehensive renovation and refurbishment programme for the Palais des Nations that was approved by the General Assembly in its resolution 70/248.

25.16 The Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities in cases where such services would be more efficient and cost-effective than existing arrangements.

## A. Headquarters[1]

### Subprogramme 1
### Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

**Component 1**
**Management services**

*Objective of the Organization*: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations | (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff |
| | (ii) Increased timely implementation rate of recommendations issued by the oversight bodies to the Secretariat |
| (b) Strengthened accountability throughout the Secretariat | (i) All senior managers' annual performance assessments completed for review by the Management Performance Board and the Secretary-General |

[1] The Department of Management at Headquarters is solely responsible for the implementation of section A of the present report.

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|---|---|
| | (ii) All institutional performance (programme performance report) completed for review by the Management Performance Board and intergovernmental bodies |
| | (iii) Increased number of implemented recommendations of oversight bodies related to strengthening accountability in the Organization |
| (c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations | (i) All cases submitted to the Headquarters Committee on Contracts are processed within 7.5 days |
| | (ii) All cases submitted to the Headquarters Property Survey Board are processed within 45 days |

**Strategy**

25.17 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The implementation of the subprogramme will play a key role in the development and promotion of good management practices and the introduction of administrative policies and procedures that enable more efficient and effective programme implementation while complying with legislative mandates, regulations and rules. In support of the Secretary-General's commitment to strengthening accountability and transparency, and in full compliance with General Assembly resolutions 66/257, section I, and 67/253, 68/264 and 69/272, the Office will continue to enhance the Secretariat's accountability framework. As part of that effort, it will guide senior management in the deployment of an enterprise risk management and internal control framework and will provide substantive support to the Management Performance Board and the Management Committee. In addition, the Office will review the findings and recommendations of oversight bodies, identify material weaknesses and conditions that need to be reported and will follow up on the status of implementation of recommendations and the adoption of remediation plans.

25.18 The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which supports the work of the Headquarters Committee in its review of proposed procurement actions over a specific threshold; the secretariat that supports the Award Review Board established by the General Assembly (see resolution 62/269, para. 16, and 69/273, para. 12) to review and process the challenges of unsuccessful bidders; and the secretariat of the Headquarters Property Survey Board, which supports the work of the Survey Board on the disposal of United Nations property and assets.

**Component 2**
**Enterprise resource planning project**

*Objective of the Organization*: To improve the management of the Organization's resources

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) All business processes for the management of resources and programme performance are efficient, effective and have built-in internal controls and are in full compliance with regulations, rules, policies and procedures | (i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures |
| | (ii) Increased percentage of business processes built and tested in human resources, finance, and supply chain and central support services |
| (b) Umoja is stabilized and operating effectively | (i) Decrease in the number of help desk support requests after stabilization |
| | (ii) Decreased amount of time required to provide help to support requests |

**Strategy**

25.19 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. Umoja combines new technology and training to improve the business practices of the United Nations Secretariat, aligning them with commonly accepted best practices. There are four major project stages: preparation, design, build and deployment. The principles that guide the design, build and deployment of Umoja include: (a) the widest possible inclusion of the business community; (b) functional coverage of the remaining legacy systems that will be replaced by Umoja's single global information system; (c) effective interface between Umoja and the legacy systems that remain in place; and (d) implementation and completion of Extension 2 in accordance with guidance received from the General Assembly. Since the scope of Extension 2 was first defined, the deployment schedule of Extension 2 has been reassessed to take into consideration other factors such as the stabilization and adoption of the Umoja solution, mainstreaming, emerging needs critical to sustaining operations, emerging mandated requirements from the Assembly and the implementation of an updated version of the Umoja underlying solution to be introduced by the software provider. The functionality of Extension 2 will be addressed in the annual progress report to be submitted to the Assembly for its approval at its seventy-first session.

**Component 3**
**Management evaluation component of the administration of justice**

*Objective of the Organization*: To ensure greater personal accountability for decision-making

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) More timely decision-making by the Administration with respect to evaluation of contested decisions | All management evaluation requests are responded to within the prescribed 30- and 45-day time limits |
| (b) Improved accountability in management-related decisions | Reduced percentage of improper or incorrect decisions within the various offices and departments of the Secretariat |
| (c) Reduced litigation of cases in the United Nations Dispute Tribunal | Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation |

**Strategy**

25.20 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Requests for management evaluations of contested decisions will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation is the final step, before a formal judicial process, to determine whether a mistake has been made or an irregular action taken, and to correct it, if necessary. It is also an opportunity to hold decision makers accountable in cases where an improper decision has been taken. The management evaluation process will also identify systemic issues and lessons learned with a view to improving decision-making in the Secretariat.

**Component 4**
**Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**

*Objective of the Organization*: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings | (i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat in order to allow for simultaneous publication in all official languages |
| | (ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services |

**Strategy**

25.21 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the above objectives will include: (a) proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and facilitating their work, and the provision of analytical and historical information on their proceedings to the bodies concerned; and (b) proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely submission of reports of the Committees in order to allow simultaneous publication in all official languages.

## Subprogramme 2
## Programme planning, budget and accounts

### Component 1
### Programme planning and budgeting

*Objective of the Organization*: To secure the approval of the biennial programme plan and the resources required for the financing of the mandated programmes and activities of the Secretariat and to ensure the efficient and effective administration and management of those resources as well as extrabudgetary resources

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Improved decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and budgets of the International Residual Mechanism for Criminal Tribunals | (i) Increased percentage of reports submitted by the documentation deadlines in order to allow simultaneous publication in all official languages |
| | (ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided |
| | (iii) Increased number of Member States expressing satisfaction with the quality, including standardization, of the biennial programme plan |
| (b) Improved management of regular budget, extrabudgetary and International Residual Mechanism for Criminal Tribunals resources | Increased percentage of clients expressing satisfaction with the services received |

| | |
|---|---|
| (c) Increased transparency and dialogue with Member States in the process of presentation of the biennial programme plan, the programme budget and budgets of the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations; the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation; and the relevant General Assembly resolutions | Increased percentage of Member States expressing their satisfaction, in surveys, on transparency and on the dialogue undertaken by the Secretariat in the preparation of the biennial programme plan, the programme budget and the budgets of the International Residual Mechanism for Criminal Tribunals |

**Strategy**

25.22 This component is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the period 2018-2019, the focus will be on:

(a) Developing and monitoring policies, procedures and methodologies on budgetary matters and providing guidance to departments and offices in that regard;

(b) Issuing clear guidelines for the preparation of the biennial programme plan, fully taking into account the intergovernmental mandates and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation;

(c) Preparing and presenting to the legislative bodies the following: the Secretary-General's budget outline; the biennial programme budgets, including the budgets of special political missions and the budgets of the International Residual Mechanism for Criminal Tribunals; the budget performance reports; and other reports on budgetary matters, including timely statements of the programme budget implications as well as revised or supplementary programme budget proposals;

(d) Facilitating deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues, including through the provision of informal briefings to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, as needed, on programmatic and budgetary issues of particular interest to the Member States, in order to increase transparency and strengthen dialogue between the Secretariat and the Member States;

(e) Improving services to clients, both within and outside the Secretariat, through the simplification of processes and better use of technology;

(f) Enhancing control and reporting systems and procedures relating to the implementation of programme budgets and extrabudgetary funds to ensure the economical and proper use of resources.

**Component 2**
**Financial services relating to peacekeeping operations**

*Objective of the Organization*: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Improved decision-making process by Member States on issues relating to peacekeeping | Increased percentage of budget and budget performance reports submitted by the documentation deadlines in order to allow simultaneous publication in all official languages |
| (b) Increased efficiency and effectiveness of peacekeeping operations | (i) Liabilities for troops do not exceed three months |
| | (ii) Increased percentage of clients expressing satisfaction with the services received |

**Strategy**

25.23 This component is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets, budget performance reports and other reports will be streamlined and will include results-based frameworks, where applicable, and resource requirements and expenditure information will be made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

**Component 3**
**Accounting, contributions and financial reporting**

*Objective of the Organization*: To secure the resources of the Organization and to improve the efficient and effective administration and management of its operations through quality financial statements

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Improved integrity of financial data | (i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS |
| | (ii) No significant adverse audit findings related to other financial matters |

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| (b) Increased utilization of resources by departments | (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents |
| | (ii) Daily reconciliation of bank accounts |
| (c) Increased benefits for the Organization as it pertains to health and property coverage | Increased number of policies reflecting improvements or beneficial adjustments made to terms of insurance policies |
| (d) Improved decision-making process by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions | (i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month |
| | (ii) All documentation relating to the scale of assessments submitted by the documentation deadlines |

**Strategy**

25.24 This component is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. The Division will participate actively in the implementation of Umoja and the strengthening of controls in the finance and accounting area. It will also carry out activities aimed at ensuring the sustainability of IPSAS-compliant accounting and reporting. It will provide effective support to the Committee on Contributions and the General Assembly in the process of reviewing the methodology of the scale of assessments and will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

**Component 4**
**Treasury services**

*Objective of the Organization*: To ensure the prudent stewardship of funds

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Secured funds management | (i) Safeguarding principal of investments |
| | (ii) Funds are available to meet obligations |
| | (iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return |
| (b) Improved efficiency, timeliness and security of payments | All payments processed through the house banks |

**Strategy**

25.25 This component is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management; increasing efficiency, timeliness and security of payments; and continuing to manage the house banks arrangements globally.

## Subprogramme 3
## Human resources management

### Component 1
### Policy

*Objective of the Organization*: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services | (i) Improved level of satisfaction regarding advice and support provided on human resources policy issues |
| | (ii) Reduction in the time for processing of requests for classification |
| | (iii) Timely processing of appeals and disciplinary cases within statutory time limits |
| (b) Policies, processes and programmes that support organizational culture | Reduction in the number of appeals and disciplinary cases |

**Strategy**

25.26 This component of subprogramme 3 is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The implementation of the component enables the ongoing efforts of the Secretary-General to align human resources strategies with organizational imperatives, as approved by the General Assembly in its resolutions 61/244, 63/250, 65/247, 67/255 and 68/252.

25.27 Particular attention will be placed on the development of effective and streamlined human resources management policies; job classification for overall organizational design and talent management; the implementation of the results of the comprehensive review of the compensation system by the International Civil Service Commission; local salary surveys; enhancing coordination with other organizations of the United Nations common system on system-wide human resources policies; and the provision of advisory services with respect to Secretariat staff worldwide, including the promotion of increased consistency, transparency, responsibility and accountability. The Administrative Law Section of the Office of

Human Resources Management will continue focusing on managing appeals effectively, including representing the Administration before the United Nations Dispute Tribunal and the processing of disciplinary cases in a timely manner.

**Component 2**
**Strategic planning and staffing**

*Objective of the Organization*: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Enhanced attraction, development and retention of staff members who can execute Organizational mandates | (i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges |
| | (ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat |
| | (iii) Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system |
| | (iv) Increased percentage of women staff in the Professional and higher categories |
| | (v) An increase in the percentage of senior managers with geographic mobility |
| | (vi) An increase in the proportion of staff in family duty stations appointed from non-family duty stations |
| | (vii) An increase in the proportion of staff in non-family duty stations appointed from family duty stations |
| (b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services | Member States and all entities have access to dynamic online reports on human resources data and information in a consolidated and integrated platform |
| (c) Policies, processes and programmes that support organizational culture | Increase the number of entities achieving the human resources targets set out in the strategic indicators in the human resources management scorecard |

**Strategy**

25.28 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The implementation of the component supports the ongoing reform efforts of the Secretary-General aimed at the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250, 65/247 and 67/255.

25.29 The Division consists of: (a) the Planning, Monitoring and Reporting Service; (b) the Staffing Service; and (c) the Outreach Section.

25.30 The core functions of the Planning, Monitoring and Reporting Service are to support the management of the Secretariat's human resources, including through: (a) strengthening the new human resources management performance and accountability framework (human resources scorecard); (b) providing self-monitoring and targeted human resources management support, including training, help desk support, periodic on-site support visits and advice to departments and offices on the proper exercise of delegated authority; (c) developing and implementing efficient and effective human resources processes; (d) developing workforce strategies for meeting priorities; and (e) providing human resources data to help managers make informed decisions.

25.31 The core functions of the Staffing Service are to: (a) manage the implementation of the staff selection and managed mobility system with a view to promoting a high-quality, capable and flexible workforce with the highest levels of competence and integrity to serve the evolving mandates of the Organization; (b) develop and manage components of the talent management system related to staffing as an enterprise talent management tool; and (c) develop and implement strategies for the recruitment and development of young professionals and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, selection tests and talent assessments for the General Service and related categories and for the Professional and higher categories.

25.32 The core function of the Outreach Section is to support the Secretariat in identifying and attracting high-quality candidates through outreach activities and to conduct proactive and targeted recruitment campaigns, taking into account the predicted operational needs of the Organization and the mandates of the General Assembly, particularly with regard to geographical representation and gender balance.

**Component 3**
**Learning, development and human resources services**

*Objective of the Organization*: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Enhanced attraction, development and retention of staff members who can execute Organizational mandates | (i) Increased percentage of staff members who are satisfied with the quality and relevance of learning and career support tools and programmes |
| | (ii) Increased percentage of staff who indicate that performance is recognized as important in their work and is evaluated fairly |
| (b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services | (i) Increase in the average number of learning and career support activities undertaken by individual staff members |
| | (ii) Increased percentage of representatives of departments and offices expressing satisfaction with advice and support provided by the Human Resources Service |
| | (iii) Increased number of staff members on the roster for family focal points/call centre volunteers |
| | (iv) Increased number of staff trained for emergency preparedness |
| (c) Policies, processes and programmes that support organizational culture | Increased proportion of staff who indicate that they understand, recognize and agree with and support the vision and mandate of the Organization |

**Strategy**

25.33 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by strengthening the integration of the core and managerial competencies into all human resources systems and providing effective human resources management services.

25.34 That will be driven by placing a stronger focus on supporting the management and development of talent and offering enhanced career support through relevant and accessible learning and career development programmes, as well as ensuring that programmes are aligned with a more structured approach to

mobility, in compliance with General Assembly resolutions, in order to meet organizational needs and develop a more adaptable, dynamic and global workforce.

25.35 The programmes will strengthen the organizational approach to performance management through management and leadership development programmes, underpinned by an enhanced performance management system. The programmes will be delivered through the use of a more streamlined approach to human resources services related to processing initial appointments, reappointments, inductions, separations, transfers between duty stations and entitlements such as rental subsidies, dependency benefits and education grants.

25.36 The Division will ensure a stronger implementation of staff emergency preparedness plans and training programmes by departments/offices in collaboration with departments within the Secretariat and United Nations agencies, funds and programmes in three major areas: risk-based preparedness, emergency response and post-emergency response, within the context of the organizational resilience management system. Overall, the programmes of the Division will support shaping an organizational culture where staff members can see a clear link between their work and the vision and overall objectives of the Organization.

**Component 4**
**Medical services**

*Objective of the Organization*: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Policies, processes and programmes that support organizational culture | (i) Reduction in the number of work-related incidents that result in illness or injury |
| | (ii) Reduction in the number of sick leave days owing to work-related incidents |
| | (iii) Increase in the number of duty stations that have an approved medical component in their mass casualty plans |
| | (iv) Reduction in the number of sick leave days owing to illness or injury |
| | (v) Reduction in the number of medical evacuations |
| (b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services | (i) Improved level of satisfaction expressed by clients |
| | (ii) Improved level of satisfaction expressed by field medical staff regarding advice and support by the Medical Services Division |

**Strategy**

25.37 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. The Division's strategic plan has three key objectives: a reduction in preventable staff harm, a reduction in expenditure on health-related issues and improvements in client satisfaction.

25.38 The Division provides on-site occupational health services in New York and delivers services to more than 100 locations worldwide. The Division will focus on improving access to and provision of occupational health services to New York-based staff of the United Nations system, including its funds, programmes and agencies. It will remain committed to ensuring improvement in its services for promoting staff health and medical compatibility with job requirements through the design and review of appropriate medical evaluations.

25.39 The Division will focus on the health and safety risks in the workplace, and will also collect information about occupationally incurred injury or illness, allowing direct estimates of the costs incurred to be developed. The Division will move from a direct processing role in administrative activities related to medical issues to supervision and standards and compliance oversight of field offices and offices away from Headquarters. The Division will also provide medical information to the Crisis Operations Group, develop preparedness plans for public health emergencies and manage the implementation and preparedness of the medical aspects of the United Nations crisis and mass casualty response plans in field duty stations (including United Nations medical emergency response teams). It will continue to perform on-site assessments of health facilities in the field duty stations and regional evacuation centres.

25.40 The Division will continue to provide professional and technical advice to clinics sponsored by United Nations country teams and civilian clinics of United Nations peacekeeping missions and coordinate the implementation of United Nations policies on health care system-wide.

25.41 In the coming period, the Division will also strengthen its governance over the safety and quality of health care delivered in the field, with the aim of reducing preventable harm and improving health-care outcomes.

25.42 With a view to further increasing its efficiency in the performance of administrative functions related to medical issues, the Division will continue to enhance and implement its electronic health management system in offices beyond Headquarters, including peacekeeping missions, and will rationalize, streamline and update internal procedures.

25.43 The Division will further develop and align its activities with the strategic priorities of the Organization, with specific attention to the managerial mechanisms required to address systemic occupational health, safety and medical needs related to the expanding worldwide field presence of United Nations staff.

## Subprogramme 4
## Support services

### Component 1
### Facilities and commercial services

*Objective of the Organization*: To ensure the efficient and effective functioning of the Secretariat with regard to office facilities, assets management, travel and transportation, archives and records management, mail and pouch services and commercial activities

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Efficient and effective management, maintenance and operation of Headquarters and overseas facilities | (i) Increased proportion of services provided in accordance with established turnaround time at Headquarters |
| | (ii) Increased compliance of capital maintenance programmes and capital projects at Headquarters and offices away from Headquarters with the policy frameworks pertaining to construction work and with the capital project guidelines |
| (b) Operation of a property management system that is fully IPSAS-compliant | Property management aspect of the financial statements is in compliance with IPSAS |
| (c) Efficiencies achieved in travel costs for the Organization | Percentage discount realized on air tickets as a result of the use of United Nations-negotiated airline agreements |
| | (Indicator of achievement "Increased percentage of air tickets purchased at least two weeks before the commencement of travel" will be shown under Executive Direction and Management of all departments and offices beginning with the proposed programme budget for the biennium 2018-2019) |
| (d) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information | Increased percentage of information systems that meet digital record-keeping standards |

**Strategy**

25.44 This component of the subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. The investment made in technological and design upgrades will require comprehensive maintenance to utilize and maintain the complex in the most efficient and effective manner. In line with previous initiatives and the implementation of IPSAS and enterprise resources planning systems, the Division will continue to lead the implementation of Secretariat-wide frameworks for the planning and management of capital expenditure and property.

25.45 Given those circumstances, the emphasis of the work programme will be on:

(a) Managing technological and operational changes at the renovated United Nations Headquarters facility through a shift in focus away from a repair-based approach to a proactive, preventative maintenance approach, including capital maintenance, of the facilities and commercial services operations in order to promote efficiency, operational continuity, environmental sustainability and maintenance of property value;

(b) Achieving operational efficiencies in the areas of receipt of goods, transportation, mail operations and inventory management following the completion of the redesigned loading dock and full implementation of a centrally managed warehouse;

(c) Achieving efficiencies in space utilization through long-term planning of office accommodation and flexible workplace strategies that promote productivity and the well-being of occupants;

(d) Improving the efficiency of facility services delivery through the continued implementation of improved customer relationship and information management systems and real-time monitoring of key performance indicators, including in the areas of capital projects, office space planning and asset management;

(e) Improving the management of properties by establishing Organization-wide frameworks in compliance with IPSAS and in line with Umoja, including the ongoing strategic capital reviews and close coordination of the prioritization, planning and execution of the resulting global construction and major maintenance projects;

(f) Maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system organizations;

(g) Raising awareness and improving capacity for digital record-keeping and preservation to comply with United Nations information standards and knowledge management strategy through the provision of advisory services, training and web-based tools and in partnership with stakeholders;

(h) Strengthening the policy development and oversight capacity of the Division, particularly in the area of facilities management;

(i) Continuing to promote environmental sustainability at United Nations Headquarters premises in coordination with all departments and offices, in line with the Secretary-General's priority of responding to the threats of climate change, in order to deliver on his commitment to move the United Nations towards climate neutrality;

(j) Enhancing the timeliness and reliability of mail and pouch services.

**Component 2**
**Procurement services**

*Objective of the Organization*: To ensure efficient and effective functioning of the Secretariat

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Best value, fairness, integrity and transparency in acquisition of goods and services | (i) Increased percentage of clients responding to surveys who express satisfaction |
| | (ii) Average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order less than 14 |
| | (iii) Ratio of receivable procurement challenges submitted to the Award Review Board versus the number of procurement debriefs conducted less than 10 per cent |
| (b) Enhanced level of international competition | Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat |
| (c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement | Increased number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition, in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations |

**Strategy**

25.46 This component of the subprogramme is the responsibility of the Procurement Division of the Office of Central Support Services. For the period 2018-2019, the Division will focus on the activities listed below to achieve the objective of the subprogramme.

25.47 The Division will continue developing and sharing best practices within the United Nations system and continuously review and improve procurement procedures and guidelines with the assistance of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, i.e., the United Nations Global Marketplace.

25.48 The Division will cooperate closely with requisitioners and stakeholders in order to continue to improve the development of comprehensive source selection plans, statements of works, technical specifications and objective, measurable evaluation criteria.

25.49 The Division will further improve its cooperation with the International Chamber of Commerce, the World Chambers Federation and participating chambers

of commerce worldwide in disseminating relevant information on United Nations tender requirements, with the aim of increasing the pool of bidders. In particular, it will continue to search for potential suppliers in business sectors in which the Organization has a limited source of supply and continue conducting vendor performance reviews within the existing vendor sanction mechanism.

25.50 The Division will strengthen the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes, and by rotating staff between Headquarters and other locations to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization.

**Component 3**
**Business continuity**

*Objective of the Organization*: To ensure the efficient and effective functioning of the Secretariat by applying the principles of the organizational resilience management system

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Enhanced capacity to respond to disruptions and crisis events | (i) Critical process recovery starts within 24 hours of a disruption |
| | (ii) Timely completion of organizational resilience exercises involving United Nations Headquarters departments and offices |

**Strategy**

25.51 This component of the subprogramme is the responsibility of the Business Continuity Management Unit in the Office of Central Support Services. In order to achieve the objective, the Unit will focus on:

(a) Implementing a maintenance, exercise and review regime at Headquarters, offices away from Headquarters and the regional commissions, including regular testing of the organizational resilience management system components, to ensure capability to respond to disruptions or crisis events; and maintain the number of yearly training programmes for crisis decision makers and the performance of yearly emergency management simulation exercises;

(b) Successfully implementing the organizational resilience management system in all Secretariat duty stations, including offices away from Headquarters, the regional commissions and field missions of the Department of Peacekeeping Operations and the Department of Political Affairs, and promote increased interest in the organizational resilience management system among the agencies, funds and programmes through the United Nations System Chief Executives Board for Coordination and the High-Level Committee on Management;

(c) The sharing of best practices in emergency management and organizational resilience among departments of the Secretariat, the agencies, funds and programmes and other United Nations entities, as well as the private sector and host nation authorities;

(d) Working closely with the Department of Safety and Security and the Office of Human Resources Management to ensure that elements of the organizational resilience management system are mainstreamed into training courses.

## Subprogramme 5
## Information and communications technology strategic management and coordination

*Objective of the Organization*: To ensure the efficient, effective and transparent implementation of all elements of the ICT strategy in support of the work of the United Nations

### Component 1
### Technology management structures

*Objective of the Organization*: To ensure efficient and effective coherence in and coordination of ICT functions across the Secretariat

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Optimized use of ICT resources and efficient access to information within and among United Nations organizations through the formulation and adoption of ICT policies, procedures and guidelines, and establishment of the ICT governance processes and frameworks | Increased number of Organization-wide models and frameworks that together constitute effective technology management structures |
| (b) Technology services, infrastructure and systems that are aligned with standards and architecture to minimize information security related risks to the Organization | Increased coherence of technology management structures inclusive of all offices, departments, economic commissions, tribunals and field missions of the United Nations |

**Strategy**

25.52 This component is the responsibility of the Global Services Division. The Division will focus on the following:

(a) Development and institutionalization of critical cross-domain technology policies;

(b) Monthly inventory of existing technology-related contracts;

(c) Formulation, ratification and institutionalization of policies;

(d) Review of ICT systems, infrastructure and services to establish alignment with standards and architecture;

(e) Transition of ICT contracts to global enterprise agreements to support the global Secretariat;

(f) Achievement of coherence in and coordination of ICT functions across the Secretariat by consolidating ICT functions into the enterprise delivery framework.

**Component 2**
**Alignment of technology with the work of the United Nations Secretariat**

*Objective of the Organization*: To ensure that the technology programmes of the United Nations and the implementation of all elements of the ICT strategy enable the work of the United Nations

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Effective ICT programmes, services and infrastructure that facilitate the work of the United Nations | Increased number of technology strategies that are aligned with the United Nations ICT and business strategies |
| (b) Effective ICT services that facilitate the work of the Member States | Increased satisfaction of Member States with ICT services and solutions |

**Strategy**

25.53 This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

(a) Systematic formulation of policy directives to govern the use of technology in the United Nations;

(b) Establishment of governance mechanisms that ensure that new ICT projects and investments are assessed in the context of established technical authority;

(c) Ensuring the use of global enterprise architecture and standardized technologies and measurements and the evaluation of issued policy directives;

(d) Ensuring that contractual arrangements are centralized and available to the Secretariat in accordance with the relevant rules and regulations;

(e) Establishing technology strategies that are aligned with the business strategies of the offices, departments, economic commissions, tribunals and field missions as they relate to the work of the United Nations;

(f) Implementation of internal communication strategies for ICT programmes within the Secretariat.

**Component 3**
**Analytics and business intelligence**

*Objective of the Organization*: Improved data-driven decision-making and more effective resource and programme management with strengthened accountability by leveraging information relating to administrative and substantive areas

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Enhanced access to and integrity of information that supports informed decision-making for the United Nations by delivering the technical components of analytics and business intelligence through the ICT service delivery framework, specifically through the enterprise applications centres | (i) Establishment of standards for analytics and business intelligence systems and data<br>(ii) Reduction in the use of non-standard analytics and business intelligence software to ensure the optimization of resources, achieve economies of scale and improve collaboration across the Secretariat and across the United Nations system |

**Strategy**

25.54 This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

(a) Establishing pervasive analytics and business intelligence capacity to provide concrete data analysis on specific topics and, more generally, fostering a culture of data-sharing within the United Nations system;

(b) Promoting the transitioning of analytics and business intelligence to enterprise-wide activity and establishing solutions to support informed decision-making;

(c) Strengthening the information security programme of the United Nations with a view to improving its effectiveness and integrity.

**Component 4**
**Application and website development and support**

*Objective of the Organization*: To develop and implement application and website management strategies to provide enterprise-wide solutions, supported virtually, in compliance with applicable guidelines for security, branding, multilingualism and accessibility

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Enterprise applications that meet business requirements, thereby reducing the need for local solutions, resulting in a decreased information security risk | Increased number of common applications and services made available through enterprise applications centres |
| (b) Harmonized technology landscape and reduced fragmentation by lessening the number of applications and websites throughout the United Nations, resulting in decreased ICT maintenance costs and a uniform web presence for the United Nations Secretariat meeting all Department of Public Information guidelines | (i) Reduction of websites globally<br>(ii) Reduction of applications globally |
| (c) Increased compliance with technology standards, guidelines and methodologies, as well as with ICT policies and enterprise architecture, through the service delivery framework, resulting in a service delivery model for ICT applications and websites which addresses security, branding, multilingualism and accessibility requirements | Increased number of enterprise solutions complying with technology standards, guidelines and methodologies |
| (d) Improved human resources information systems resulting in less staff time required for processing all human resources functions | All Inspira modules, including recruitment, performance management, learning and mobility, are stabilized and updated through regular enhancements and maintenance |

**Strategy**

25.55 This component of subprogramme 5 is the responsibility of the enterprise applications centres in Bangkok and New York. They will focus on the following:

(a) Provision of operational support by ensuring the integrity and unified architecture of databases, the maintenance of the central reporting system, the facilitation of optimal access to data, the continued evolution of the reporting facility and the enhancement of the central software distribution tool;

(b) Support for all resource management systems developed by the Office of Information and Communications Technology, including the more than 30 process automation applications presently used across the Secretariat;

(c) Development of data interfaces between legacy systems and Umoja;

(d) Implementation of service management applications in departments and offices;

(e) Development of resource management solutions common to Headquarters and field missions, namely customer relationship management enterprise applications;

(f) Emphasizing improvements to service delivery through performance monitoring and the facilitation of better inter-office connectivity and accessibility to information;

(g) Developing and implementing application and website management strategies to reduce duplicate applications and websites by moving to enterprise-wide solutions that are supported virtually;

(h) Supporting Inspira, the talent management system, including through enhancements in the areas of recruitment, learning and performance management;

(i) Supporting and enhancing the data warehouse, including strengthening the online human resources management scorecard in order to provide self-service tools that allow for the self-monitoring of targets and performance using human resources action plans and facilitate monitoring and oversight by Member States;

(j) Remediating and optimizing the United Nations website application portfolio to comply with applicable guidelines for security, branding, multilingualism and accessibility.

**Component 5**
**Strengthening information security**

*Objective of the Organization*: To ensure information security by reducing the level of risk to the image, resources, data, operations and safety and security of the personnel and assets of the United Nations

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Strengthened information security controls and processes across the Secretariat and field missions | (i) Increased number of security updates deployed |
| | (ii) Increased percentage of secure workstation configurations deployed across the Secretariat |
| | (iii) Increased percentage of capability for effective monitoring of ICT assets and data and of attempted intrusions and policy violations |
| | (iv) Increased percentage of processes to review and validate security controls for enterprise applications and improved websites |
| | (v) Increased percentage of deployment and upgrading of security infrastructure components to prevent, detect and respond to cyberattacks |
| (b) Improved disaster recovery capacity for critical applications | Increased number of disaster recovery mechanisms, procedures and plans that are documented and tested for all critical enterprise applications and systems |
| (c) Enhanced Secretariat-wide accountability and management of information security, with the Chief Information Technology Officer as the central authority | Established information security governance framework to institute effective and accountable information security management throughout the Secretariat, with the Chief Information Technology Officer as the central authority |

**Strategy**

25.56 This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on establishing enterprise architecture and strengthening Umoja mainstreaming, information security and operational resilience, and will ensure that ICT programmes are aligned with the work of the United Nations. More specifically, the Division will focus on:

(a) Securing the configurations of workstations;

(b) Disaster recovery plans for critical systems;

(c) Maintenance of the information security and enterprise architecture frameworks.

## Subprogramme 6
## Information and communications technology operations

*Objective of the Organization*: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by implementing the harmonized ICT technology programmes

### Component 1
### Enterprise hosting

*Objective of the Organization*: To enable the implementation of the mandate of the United Nations globally by ensuring a secure, coherent and resilient information technology application hosting and infrastructure landscape

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Consolidation of enterprise applications | (i) Existing enterprise applications transferred from New York to the enterprise data centres |
| | (ii) Existing applications that are considered enterprise-related in offices away from Headquarters and regional economic commissions transferred to the enterprise data centres |
| (b) Harmonization of dispersed server rooms and data centres into regional and enterprise data centres and migration from physical to virtual servers | Reduction in the overall number of physical servers |

**Strategy**

25.57 This component of subprogramme 6 will be the responsibility of the Global Operations Division. It will focus on implementing an enterprise hosting model with a view to increasing efficiencies and strengthening effectiveness, thereby providing more robust technology services in support of the work of the United Nations.

### Component 2
### Network consolidation (multi-protocol label switching)

*Objective of the Organization*: To enable the United Nations to effectively provide its core functions by implementing the consolidated multi-protocol label switching global network to facilitate secure, reliable, centrally managed office connectivity for the Organization's major voice, video and data services

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Transition of regional networks to a single integrated, centrally managed network | Reduced disparate networks through the migration of existing regional networks to a global network, based on centrally endorsed standards and on industry best practice, resulting in secure, reliable and centrally managed office connectivity |

| | |
|---|---|
| (b) Reduced network downtime resulting from structured network and security monitoring across the enterprise network | Increased percentage of network availability with the outcome of stable connectivity to the enterprise ICT systems |

**Strategy**

25.58 The component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on the following:

(a) Ensuring conformity with established policies and relevant industry standards of all information and communications technology services delivered by the Office of Information and Communications Technology;

(b) Management and maintenance of the global telecommunications infrastructure that connects Headquarters with offices away from Headquarters and peacekeeping missions, and expansion and upgrading of the e-mail enterprise systems in cooperation with the Department of Field Support;

(c) Upgrading of the Headquarters campus network infrastructure with robust capabilities to support large and multiple user groups that have diverse requirements for mission-critical data, voice and video traffic;

(d) Provision of technical and operational support for servers, personal computers and mobile devices connected to the Headquarters network;

(e) Provision of infrastructure support to all departmental applications at Headquarters data centres and enterprise applications in the enterprise data centres;

(f) Improving overall delivery of ICT services by harmonizing existing data processing functions and reducing the ICT carbon footprint.

**Component 3**
**Enterprise service desk**

*Objective of the Organization*: To improve the capability of the United Nations Secretariat to perform its substantive and functional activities by ensuring availability, effective maintenance and support of the enterprise ICT systems and by providing a modern, secure and supportable landscape throughout the United Nations Secretariat

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Improved capability of the Secretariat to provide around-the-clock global support for enterprise applications resulting in faster resolution of incidents and increased customer satisfaction | (i) Increased number of enterprise applications supported by the enterprise support centres<br>(ii) Around-the-clock support provided by the enterprise support centres<br>(iii) Increased percentage of overall user satisfaction rating |
| (b) Harmonized and streamlined service desk procedures, processes and technology platform across the Secretariat | Reduction in the number of local help desks throughout the Secretariat |

**Strategy**

25.59 This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on supporting users of enterprise ICT technology systems throughout the Secretariat and providing incident management services for enterprise applications, including Umoja, through the establishment of a global enterprise service desk. It will also coordinate the provision of information and communications technology support to all permanent and observer missions of United Nations Member States in New York and will operate and maintain secure voice and message communications globally among all United Nations offices, including cellular telephony. It will focus on providing infrastructure support for all central software applications, such the Official Document System, e-mail, Inspira, the enterprise identity management system, iNeed and the Internet/intranet.

**Component 4**
**Mainstreaming Umoja**

*Objective of the Organization*: To promote sustainable organizational change by ensuring the ongoing viability of the Organization's major change management initiative and ensure that the transformational Umoja initiative is sustained through mainstreaming into established technology capacity

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Validation of the level of resources required to support Umoja in the mainstreaming phase | Documented requirements for successful Umoja mainstreaming, validated by the ICT governance bodies covering technical, financial and human resources areas |
| (b) Effective operation and ongoing support of the Umoja application through a phased approach to mainstream into the Office of Information and Communications Technology | (i) Successful implementation of the approved phase 1 plan to mainstream Umoja<br>(ii) Successful implementation of the approved phase 2 plan to mainstream Umoja |

**Strategy**

25.60 This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on ensuring, through a phased approach, that the transformational Umoja initiative is mainstreamed into established technology capacity and is sustained.

**Component 5**
**Broadcast and conference support**

*Objective of the Organization*: To ensure the efficient and effective functioning of the Secretariat with regard to its conference facilities, broadcasting operations and videoconferencing services

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Wide-scale adoption of up-to-date technology and staffing solutions, promoting global synergies and efficiencies for the delivery of broadcast and conference services, meetings and virtual meetings (video- and audio-teleconference) under the authority of the Office of Information and Communications Technology | (i) Consolidation and harmonization of broadcasting practices and conference support processes and the related technology and staffing responsibility across the United Nations Secretariat under the authority of the Chief Information Technology Officer<br><br>(ii) Reduced number of distinct entities providing such services that operate independently of an overarching structure and authority<br><br>(iii) Reduced fragmentation through the adoption of standard technologies and methodologies and the harmonization of workflows and responsibilities |
| (b) Wide-scale provision of technology to the Secretariat, permanent missions and delegations allowing for the use of a single sign-on or digital identification card for multiple authentication and identification purposes, including participation and identification in meetings, either in person or virtually, and accessing searchable audio and visual recordings of meetings | (i) Increased use of digital identification for authentication and rights purposes, including access control to digital recordings, identification and titles for digital signage purposes with respect to meetings, and participant authentication when seeking to participate in meetings virtually by videoconference or other means<br><br>(ii) Increase in globally standardized staffing responsibilities, electronic meetings governance practice, digital recording dissemination and access control, harmonized by a single digital mechanism technology |
| (c) Effective support for meetings, including virtual meetings and events, at the United Nations, including automation and self-operation modes as appropriate | Increased technological standards, governance mechanisms and standard operating procedures implemented globally; integrated identification card is adopted allowing for the use of a single card across multiple platforms, including access and rights control, delegate nameplate and media assets management technology |

**Strategy**

25.61 This component of subprogramme 6 is the responsibility of the Broadcast and Conference Support Section of the Global Operations Division. It will focus on providing appropriate technological and related logistical and technical support for

conferences, meetings, broadcasts, videoconferences, virtual meetings and all other requested audio and video services.

## B. United Nations Office at Geneva

### Subprogramme 2
### Programme planning, budget and accounts (Geneva)

*Objective of the Organization*: To ensure sound, effective and efficient financial management of United Nations resources under the purview of the United Nations Office at Geneva

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Improved overall management of programme budget and extrabudgetary resources | Reduced percentage of variance between budgets and expenditures |
| (b) Improved integrity of financial data | (i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS |
| | (ii) Reduced number of significant adverse audit findings related to other financial matters |

25.62 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting. The strategy will include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on financial management; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) regularly reviewing workflow procedures to identify ways to achieve a more efficient and faster client response; and (e) ensuring strict compliance with the Financial Rules and Regulations and the financial policies of the United Nations.

## Subprogramme 3
## Human resources management (Geneva)

*Objective of the Organization*: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Effective and efficient staffing to support talent management | Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system |
| (b) Improved ability of staff to implement mandates | (i) Increase in the average number of training days per staff member undertaking learning and career support activities |
| | (ii) Increase in the percentage of staff members who are satisfied with the quality (or relevance) of learning and career support tools and programmes |
| (c) Improved quality of United Nations health-care services | Improved level of satisfaction expressed by staff regarding services provided |

**Strategy**

25.63 The Service will support the development of a competent, diverse and adaptable workforce by providing advice on workforce planning and help with the acquisition and development of talent, performance management, career planning, mobility and health management. The Service will leverage the various enterprise systems in the delivery of efficient and effective human resources services, supported by an enabling policy framework and enhanced decision-making through monitoring, data analysis and reporting. In addition, the Service will also play a central support role in shaping an enabling organizational culture through targeted enhancement to leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. The Service will continue strengthening its efforts to achieve more equitable geographic representation of Member States and increase the representation of women.

## Subprogramme 4
## Support services (Geneva)

*1. Objective of the Organization*: To ensure the efficient and effective functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, mail and pouch services and commercial activities

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Efficient and effective management, maintenance and operation of facilities | Increased proportion of services provided in accordance with established turnaround time |
| (b) Operation of a property management system that is fully IPSAS-compliant | Recognition by the Board of Auditors that the property management system is IPSAS-compliant |

*2. Objective of the Organization*: To ensure efficient and effective procurement activities

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Best value, fairness, integrity and transparency in acquisition of good and services | (i) Increased percentage of clients responding to surveys who express satisfaction |
| | (ii) Reduction in the average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order |
| | (iii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts |
| (b) Enhanced level of international competition | Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat |
| (c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement | Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations |

### Strategy

25.64 This subprogramme is the responsibility of the Office of Central Support Services. The focus will be on the following: (a) maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system organizations; (b) reducing the turnaround time for the provision of facilities services; (c) continuing to promote environmental sustainability in coordination

with all departments and offices, in line with the Secretary-General's priority of responding to the threats of climate change, in order to deliver on his commitment to move the United Nations towards climate neutrality; (d) continuing to develop and share best practices within the United Nations system and continuously reviewing and improving procurement procedures and guidelines with the assistance of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, i.e., the United Nations Global Marketplace; (e) strengthening the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization; and (f) improving the management of assets by establishing Organization-wide frameworks in compliance with IPSAS and in line with Umoja.

## Subprogramme 6
## Information and communications technology operations (Geneva)

*Objective of the Organization*: To enable the Organization's mandate implementation through coherent enterprise architecture, enterprise information communications technology systems and a service delivery model as well as a secure, coherent and resilient technology application hosting and infrastructure landscape

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Strengthened information security controls and processes | (i) Increased number of security updates and secure workstation configurations deployed |
| | (ii) Increased percentage of deployment and upgrading of security infrastructure components and capacity to prevent, detect and respond to cyberattacks |
| | (iii) Increased percentage of processes to review and validate security controls for public websites |
| (b) Harmonized technology landscape and reduced fragmentation | (i) Reduction of the number of local server rooms by consolidating them into regional data centres |
| | (ii) Increased ratio of the number of virtual servers to the number of physical servers to reach the target of 80 per cent |
| (c) Improved service delivery | (i) Increased network availability for voice and data services |
| | (ii) Improved client satisfaction level based on agreed service-level benchmark |
| (d) Improved support for enterprise applications | Increased percentage of overall user satisfaction rating |

**Strategy**

25.65 The strategies for implementing the above objectives are as follows:

(a) Coordinate with other Secretariat entities across the region to comply with policies and procedures, standards and information security best practices;

(b) Further strengthen information security through the implementation of vulnerability management, continuous monitoring, the protection of classified information and related policies and procedures;

(c) Focus on supporting users of enterprise applications throughout the Secretariat as an enterprise service desk hub in the Regional Technology Centres;

(d) Translate the Organization's functional and operational requirements into the effective and efficient implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(e) Identify service requirements and define commensurate delivery and support activities and structures;

(f) Define comparable levels of performance with industry benchmarks and monitoring performance.

## Subprogramme 7
## Library services (Geneva)

*Objective of the Organization*: To build and mobilize past, present and future collective recorded knowledge of the United Nations and of related external resources

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) More efficient and user-friendly access to a broader range of recorded knowledge of the United Nations and external library resources | Increased access to online and digitized information resources |
| (b) Improved records management at the United Nations Office at Geneva | (i) Increased number of staff members at the United Nations Office at Geneva and other United Nations entities in Geneva trained and coached on records management |
| | (ii) Increased volume of electronic records available in the Records Management System |
| (c) Increased exchange, education and dialogue through cultural diplomacy between Member States and between Member States and the international community | Increased number of participants in activities organized by the library |
| (d) Increased support to Member States through the mobilization of the knowledge of the United Nations on key global policy frameworks | Increased access to knowledge resources through electronic resource guides |

**Strategy**

25.66 The subprogramme is the responsibility of Library services at the United Nations Office at Geneva, which is the centre for knowledge management, institutional memory, cultural diplomacy and intellectual, educational and academic outreach at the Office. The Library will enhance access to collective recorded knowledge of the United Nations and to external content supporting such knowledge by adapting services to the changing needs of stakeholders and implementing communications activities. The digital library and archives will be expanded, and efforts will be increased to foster efficient and standard-compliant records management and provide long-term stewardship and guaranteed access to the collections. The Library will increase its presence in international collaborative projects, continue to provide a platform for diversity across cultures and between Member States and the international community and expand its outreach programme for exchange, education and dialogue on key United Nations issues.

## C. United Nations Office at Vienna

### Subprogramme 2
### Programme planning, budget and accounts (Vienna)

*Objective of the Organization*: To ensure sound, effective and efficient financial management of United Nations resources under the purview of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Improved overall management of programme budget and extrabudgetary resources | Reduced percentage of variance between budgets and expenditures |
| (b) Improved integrity of financial data | (i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS |
| | (ii) Reduced number of significant adverse audit findings related to other financial matters |

**Strategy**

25.67 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting. The strategy will include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on financial management; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) regularly reviewing workflow procedures to identify ways to achieve a more efficient and faster client response;

and (e) ensuring strict compliance with the Financial Rules and Regulations and the financial policies of the United Nations.

## Subprogramme 3
## Human resources management (Vienna)

*Objective of the Organization*: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Effective and efficient staffing to support talent management | Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system |
| (b) Improved ability of staff to implement mandates | (i) Increase in the average number of training days per staff member undertaking learning and career support activities |
| | (ii) Increase in the percentage of staff members who are satisfied with the quality (or relevance) of learning and career support tools and programmes |
| (c) Improved effectiveness of staff through promotion of work-life balance | Improved level of satisfaction expressed by staff regarding services provided |

### Strategy

25.68 The Service will support the development of a competent, diverse and adaptable workforce by providing advice on workforce planning and help with the acquisition and development of talent, performance management, career planning, mobility and health management. The Service will leverage the various enterprise systems in the delivery of efficient and effective human resources services, supported by an enabling policy framework and enhanced decision-making through monitoring, data analysis and reporting. In addition, the Service will also play a central support role in shaping an enabling organizational culture through targeted enhancement to leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. The Service will continue strengthening its efforts to achieve more equitable geographic representation of Member States and increase the representation of women. The Service, in coordination with the International Atomic Energy Agency, will continue to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

## Subprogramme 4
## Support services (Vienna)

*1. Objective of the Organization*: To ensure the efficient and effective functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Efficient and effective management, maintenance and operation of facilities | Increased proportion of services provided in accordance with established turnaround time |
| (b) Operation of a property management system that is fully IPSAS-compliant | Recognition by the Board of Auditors that the property management system is IPSAS-compliant |

*2. Objective of the Organization*: To ensure efficient and effective procurement activities

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Best value, fairness, integrity and transparency in acquisition of good and services | (i) Increased percentage of clients responding to surveys who express satisfaction |
| | (ii) Reduction in the average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order |
| | (iii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts |
| (b) Enhanced level of international competition | Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat |
| (c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement | Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations |

*3. Objective of the Organization*: To build and mobilize past, present and future collective recorded knowledge of the United Nations Office at Vienna and of related external resources

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Enhanced awareness and usage of electronic research resources | Increased usage of electronic library resources available at the Organization |

**Strategy**

25.69 This subprogramme is the responsibility of the Office of Central Support Services. The focus will be on the following: (a) maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system organizations; (b) reducing the turnaround time for the provision of facilities services; (c) continuing to promote environmental sustainability in coordination with all departments and offices, in line with the Secretary-General's priority of responding to the threats of climate change, in order to deliver on his commitment to move the United Nations towards climate neutrality; (d) continuing to develop and share best practices within the United Nations system and continuously reviewing and improving procurement procedures and guidelines with the assistance of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, i.e., the United Nations Global Marketplace; (e) strengthening the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization; (f) improving the management of assets by establishing Organization-wide frameworks in compliance with IPSAS and in line with Umoja; and (g) improving outreach services of the library to clients, especially in the use of electronic resources.

## Subprogramme 6
## Information and communications technology operations (Vienna)

*Objective of the Organization*: To ensure the efficient and effective achievement of the functional and operational goals of the Organization by leveraging information and communications technology

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Effective decision-making through the use of analytics and business intelligence solutions related to Umoja | Increased access to and usage of Umoja data |
| (b) Enterprise applications that meet business requirements, thereby reducing the need for local solutions | Increased number of common applications and services made available through enterprise applications centres |

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|---|---|
| (c) Harmonized technology landscape and reduced fragmentation by lessening the number of local applications | Reduction in the use of local applications |

**Strategy**

25.70 The subprogramme is the responsibility of the Information Technology Service under the strategic direction of the Chief Information Technology Officer. The work programme will emphasize: (a) translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions, with a focus on improving the management of information and resources; (b) supporting Umoja deployment and mainstreaming; (c) strengthening cybersecurity to protect the Organization; (d) delivering enterprise applications; (e) enhancing service and performance management; and (f) increasing compliance with technology standards, guidelines and methodologies as well as with information and communications technology policies and enterprise architecture through the service delivery framework.

## D. United Nations Office at Nairobi

### Subprogramme 2
### Programme planning, budget and accounts (Nairobi)

*Objective of the Organization*: To ensure sound, effective and efficient financial management of United Nations resources under the purview of the United Nations Office at Nairobi

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Improved overall management of programme budget and extrabudgetary resources | Reduced percentage of variance between budgets and expenditures |
| (b) Improved integrity of financial data | (i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS |
| | (ii) Reduced number of significant adverse audit findings related to other financial matters |

**Strategy**

25.71 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting. The strategy will include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on financial management; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective

financial management; (d) regularly reviewing workflow procedures to identify ways to achieve a more efficient and faster client response; and (e) ensuring strict compliance with the Financial Rules and Regulations and the financial policies of the United Nations.

## Subprogramme 3
## Human resources management (Nairobi)

*Objective of the Organization*: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Effective and efficient staffing to support talent management | Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system |
| (b) Improved ability of staff to implement mandates | (i) Increase in the average number of training days per staff member undertaking learning and career support activities |
| | (ii) Increase in the percentage of staff members who are satisfied with the quality (or relevance) of learning and career support tools and programmes |
| (c) Improved quality of United Nations health-care services | Improved level of satisfaction expressed by staff regarding services provided |

**Strategy**

25.72 The Service will support the development of a competent, diverse and adaptable workforce by providing advice on workforce planning and help with the acquisition and development of talent, performance management, career planning, mobility and health management. The Service will leverage the various enterprise systems in the delivery of efficient and effective human resources services, supported by an enabling policy framework and enhanced decision-making through monitoring, data analysis and reporting. In addition, the Service will also play a central support role in shaping an enabling organizational culture through targeted enhancement to leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. The Service will continue strengthening its efforts to achieve more equitable geographic representation of Member States and increase the representation of women.

## Subprogramme 4
## Support services (Nairobi)

*1. Objective of the Organization*: To ensure the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Efficient and effective management, maintenance and operation of facilities | Increased proportion of services provided in accordance with established turnaround time |
| (b) Operation of a property management system that is fully IPSAS-compliant | Recognition by the Board of Auditors that the property management system is IPSAS-compliant |

*2. Objective of the Organization*: To ensure efficient and effective procurement activities

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Best value, fairness, integrity and transparency in acquisition of good and services | (i) Increased percentage of clients responding to surveys who express satisfaction |
| | (ii) Reduction in the average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order |
| | (iii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts |
| (b) Enhanced level of international competition | Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat |
| (c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement | Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations |

### Strategy

25.73 This subprogramme is the responsibility of the Office of Central Support Services. The focus will be on the following: (a) maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system

organizations; (b) reducing the turnaround time for the provision of facilities services; (c) continuing to promote environmental sustainability in coordination with all departments and offices, in line with the Secretary-General's priority of responding to the threats of climate change, in order to deliver on his commitment to move the United Nations towards climate neutrality; (d) continuing to develop and share best practices within the United Nations system and continuously reviewing and improving procurement procedures and guidelines with the assistance of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, i.e., the United Nations Global Marketplace; (e) strengthening the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization; and (f) improving the management of assets by establishing Organization-wide frameworks in compliance with IPSAS and in line with Umoja.

## Subprogramme 6
## Information and communications technology operations (Nairobi)

*Objective of the Organization*: To enable the Organization's mandate implementation through coherent enterprise architecture, enterprise information communications technology systems and a service delivery model as well as a secure, coherent and resilient technology application hosting and infrastructure landscape

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* |
|---|---|
| (a) Strengthened information security controls and processes | (i) Increased number of security updates and secure workstation configurations deployed |
| | (ii) Increased percentage of deployment and upgrading of security infrastructure components and capacity to prevent, detect and respond to cyberattacks |
| | (iii) Increased percentage of processes to review and validate security controls for public websites |
| (b) Harmonized technology landscape and reduced fragmentation | (i) Reduction of the number of local server rooms by consolidating them into regional data centres |
| | (ii) Increased ratio of the number of virtual servers to the number of physical servers to reach the target of 80 per cent |
| (c) Improved service delivery | (i) Increased network availability for voice and data services |
| | (ii) Improved client satisfaction level based on agreed service-level benchmark |

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|---|---|
| (d) Improved support for enterprise applications | Increased percentage of overall user satisfaction rating |

**Strategy**

25.74 The strategies for implementing the above objectives are as follows:

(a) Coordinate with other Secretariat entities across the region to comply with policies and procedures, standards and information security best practices;

(b) Further strengthen information security through the implementation of vulnerability management, continuous monitoring, the protection of classified information and related policies and procedures;

(c) Focus on supporting users of enterprise applications throughout the Secretariat as an enterprise service desk hub in the Regional Technology Centres;

(d) Translate the Organization's functional and operational requirements into the effective and efficient implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(e) Identify service requirements and define commensurate delivery and support activities and structures;

(f) Define comparable levels of performance with industry benchmarks and monitoring performance.

## Legislative mandates

**Overall**

*General Assembly resolutions*

| | |
|---|---|
| 41/213 | Review of the efficiency of the administrative and financial functioning of the United Nations |
| 42/211 | Implementation of General Assembly resolution 41/213 |
| 52/12 A and B | Renewing the United Nations: a programme for reform |
| 55/231 | Results-based budgeting |
| 57/300 | Strengthening of the United Nations: an agenda for further change |
| 58/269 | Strengthening of the United Nations: an agenda for further change |
| 59/296 | Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues |
| 60/1 | 2005 World Summit Outcome |

| | |
|---|---|
| 60/260 | Investing in the United Nations: for a stronger Organization worldwide |
| 60/266 | Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues |
| 60/283 | Investing in the United Nations for a stronger Organization worldwide: detailed report |
| 61/276 | Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues |
| 61/279 | Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations |
| 62/236 | Questions relating to the proposed programme budget for the biennium 2008-2009 |
| 62/238 | Special subjects relating to the proposed programme budget for the biennium 2008-2009 |
| 64/243 | Questions relating to the proposed programme budget for the biennium 2010-2011 |
| 64/244 | Programme budget for the biennium 2010-2011 |
| 66/246 | Questions relating to the proposed programme budget for the biennium 2012-2013 |
| 66/247 | Special subjects relating to the proposed programme budget for the biennium 2012-2013 |
| 66/248 | Programme budget for the biennium 2012-2013 |
| 67/254 A and B | Special subjects relating to the programme budget for the biennium 2012-2013 |
| 68/245 | Programme budget for the biennium 2012-2013 |
| 68/246 | Questions relating to the proposed programme budget for the biennium 2014-2015 |
| 68/247 | Special subjects relating to the proposed programme budget for the biennium 2014-2015 |
| 68/248 | Programme budget for the biennium 2014-2015 |
| 69/262 | Questions relating to the programme budget for the biennium 2014-2015 |
| 69/263 A-C | Programme budget for the biennium 2014-2015 |
| 69/274 A and B | Special subjects relating to the programme budget for the biennium 2014-2015 |

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|---|---|
| 70/247 | Questions relating to the proposed programme budget for the biennium 2016-2017 |
| 70/248 A and B | Special subjects relating to the proposed programme budget for the biennium 2016-2017 |

**Subprogramme 1**
**Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**

*General Assembly resolutions*

| | |
|---|---|
| 57/307 | Administration of justice in the Secretariat |
| 58/268 | Programme planning |
| 58/280 | Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures |
| 58/316 | Further measures for the revitalization of the work of the General Assembly |
| 59/271 | Report of the Secretary-General on the activities of the Office of Internal Oversight Services |
| 59/272 | Review of the implementation of General Assembly resolutions 48/218 B and 54/244 |
| 59/275 | Programme planning |
| 59/283 | Administration of justice at the United Nations |
| 59/313 | A strengthened and revitalized General Assembly |
| 60/254 | Review of the efficiency of the administrative and financial functioning of the United Nations |
| 60/260 | Investing in the United Nations: for a stronger Organization worldwide |
| 60/283 | Investing in the United Nations for a stronger Organization worldwide: detailed report |
| 61/245 | Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies |
| 61/261 | Administration of justice at the United Nations |
| 61/275 | Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services |
| 62/228 | Administration of justice at the United Nations |

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|---|---|
| 63/253 | Administration of justice at the United Nations |
| 63/262 | Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity |
| 63/276 | Accountability framework, enterprise risk management and internal control framework, and results-based management framework |
| 64/259 | Towards an accountability system in the United Nations Secretariat |
| 65/251 | Administration of justice at the United Nations |
| 66/237 | Administration of justice at the United Nations |
| 67/241 | Administration of justice at the United Nations |
| 67/253 | Progress towards an accountability system in the United Nations Secretariat |
| 68/247 | Special subjects relating to the proposed programme budget for the biennium 2014-2015 |
| 68/254 | Administration of justice at the United Nations |
| 69/203 | Administration of justice at the United Nations |
| 69/272 | Progress towards an accountability system in the United Nations Secretariat |
| 70/112 | Administration of justice at the United Nations |
| 70/247 | Questions relating to the proposed programme budget for the biennium 2016-2017 |

**Subprogramme 2**
**Programme planning, budget and accounts**

*General Assembly resolutions and decisions*

| | |
|---|---|
| 49/233 | Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations |
| 57/575 | Results-based budgeting |
| 59/296 | Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues |
| 60/234 | Financial reports and audited financial statements, and reports of the Board of Auditors |
| 60/257 | Programme planning |
| 61/233 | Financial reports and audited financial statements, and reports of the Board of Auditors |

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| 61/235 | Programme planning |
| 62/223 | Financial reports and audited financial statements, and reports of the Board of Auditors |
| 62/224 | Programme planning |
| 63/246 | Financial reports and audited financial statements, and reports of the Board of Auditors |
| 63/247 | Programme planning |
| 64/268 | Financial reports and audited financial statements, and reports of the Board of Auditors |
| 64/229 | Programme planning |
| 65/243 A and B | Financial reports and audited financial statements, and reports of the Board of Auditors |
| 65/244 | Programme planning |
| 66/8 | Programme planning |
| 67/235 A and B | Financial reports and audited financial statements, and reports of the Board of Auditors |
| 67/236 | Programme planning |
| 68/20 | Programme planning |
| 68/246 | Questions relating to the proposed programme budget for the biennium 2014-2015 |
| 68/247 | Special subjects relating to the proposed programme budget for the biennium 2014-2015 |
| 69/17 | Programme planning |
| 69/274 A and B | Special subjects relating to the programme budget for the biennium 2014-2015 |
| 70/8 | Programme planning |
| 70/247 | Questions relating to the proposed programme budget for the biennium 2016-2017 |
| 70/248 A and B | Special subjects relating to the proposed programme budget for the biennium 2016-2017 |

**Subprogramme 3**
**Human resources management**

*General Assembly resolutions*

| | |
|---|---|
| 49/222 A and B | Human resources management |
| 51/226 | Human resources management |
| 52/252 | Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations |
| 53/221 | Human resources management |
| 55/258 | Human resources management |
| 57/305 | Human resources management |
| 58/144 | Improvement of the status of women in the United Nations system |
| 59/266 | Human resources management |
| 60/238 | Human resources management |
| 61/239 | United Nations common system: report of the International Civil Service Commission |
| 61/244 | Human resources management |
| 61/262 | Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda |
| 61/274 | Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia |
| 62/248 | Human resources management |
| 63/250 | Human resources management |
| 63/271 | Amendments to the Staff Regulations |
| 64/243 | Questions relating to the proposed programme budget for the biennium 2010-2011 |
| 64/260 | Special subjects relating to the programme budget for the biennium 2010-2011 |
| 65/247 | Human resources management |
| 65/248 | United Nations common system: report of the International Civil Service Commission |

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| 66/234 | Human resources management |
| 66/235 | United Nations common system: report of the International Civil Service Commission |
| 66/246 | Questions relating to the proposed programme budget for the biennium 2012-2013 |
| 66/247 | Special subjects relating to the proposed programme budget for the biennium 2012-2013 |
| 67/246 | Questions relating to the programme budget for the biennium 2012-2013 |
| 67/254 A | Special subjects relating to the programme budget for the biennium 2012-2013 |
| 67/255 | Human resources management |
| 67/257 | United Nations common system: report of the International Civil Service Commission |
| 68/252 | Human resources management |
| 68/253 | United Nations common system: report of the International Civil Service Commission |
| 68/265 | Mobility framework |
| 69/251 | United Nations common system: report of the International Civil Service Commission |
| 70/244 | United Nations common system: report of the International Civil Service Commission |

**Subprogramme 4**
**Support services**

*General Assembly resolutions and decisions*

| | |
|---|---|
| 31/194 | Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna |
| 56/286 | Strengthening the security and safety of United Nations premises |
| 57/279 | Procurement reform |
| 57/304 | Information and communication technology strategy |
| 58/263 | Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system |
| 58/272 | Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy |
| 58/276 | Outsourcing practices |

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| 58/277 | Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes |
| 58/278 | Report of the Joint Inspection Unit on common and joint services of United Nations system organizations at Vienna |
| 59/276 | Questions relating to the programme budget for the biennium 2004-2005 |
| 59/288 | Procurement reform |
| 61/246 | Procurement reform |
| 61/251 | Capital master plan |
| 62/87 | Capital master plan |
| 62/269 | Procurement reform |
| 63/263 | Questions relating to the programme budget for the biennium 2008-2009 |
| 63/268 | Special subjects relating to the programme budget for the biennium 2008-2009, section III |
| 63/270 | Capital master plan |
| 64/243 | Questions relating to the proposed programme budget for the biennium 2010-2011 |
| 65/269 | Capital master plan |
| 66/246 | Questions relating to the proposed programme budget for the biennium 2012-2013 |
| 68/246 | Questions relating to the proposed programme budget for the biennium 2014-2015 |
| 68/247 | Special subjects relating to the proposed programme budget for the biennium 2014-2015 |
| 69/273 | Procurement |
| 69/274 A and B | Special subjects relating to the programme budget for the biennium 2014-2015 |
| 70/247 | Questions relating to the proposed programme budget for the biennium 2016-2017 |
| 70/248 A and B | Special subjects relating to the proposed programme budget for the biennium 2016-2017 |

**Subprogramme 5**
**Information and communications technology strategic management and coordination**

*General Assembly resolutions*

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|---|---|
| 52/12 A and B | Renewing the United Nations: a programme for reform |
| 57/304 | Information and communication technology strategy |
| 59/275 | Programme planning |
| 60/283 | Investing in the United Nations for a stronger Organization worldwide: detailed report |
| 61/235 | Programme planning |
| 62/224 | Programme planning |
| 62/250 | Support account for peacekeeping operations |
| 63/247 | Programme planning |
| 63/262 | Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity |
| 63/269 | Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters |
| 63/287 | Support account for peacekeeping operations |
| 65/259 | Questions relating to the programme budget for the biennium 2010-2011 |
| 66/246 | Questions relating to the proposed programme budget for the biennium 2012-2013 |
| 66/247 | Special subjects relating to the proposed programme budget for the biennium 2012-2013 |
| 67/254 A | Special subjects relating to the programme budget for the biennium 2012-2013 |
| 70/248 A and B | Special subjects relating to the proposed programme budget for the biennium 2016-2017 |

**Subprogramme 6**
**Information and communications technology operations**

*General Assembly resolutions*

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| 57/304 | Information and communication technology strategy |
| 58/272 | Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy |

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| 63/262 | Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity |
| 63/269 | Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters |
| 63/287 | Support account for peacekeeping operations |
| 66/246 | Questions relating to the proposed programme budget for the biennium 2012-2013 |
| 66/247 | Special subjects relating to the proposed programme budget for the biennium 2012-2013 |
| 67/254 A | Special subjects relating to the programme budget for the biennium 2012-2013 |
| 68/247 | Special subjects relating to the proposed programme budget for the biennium 2014-2015 |
| 70/248 A and B | Special subjects relating to the proposed programme budget for the biennium 2016-2017 |